

TRANSPORTATION SERVICE HUMAN RESOURCES POLICY

**SUBJECT: RECRUITMENT; EXAMINATION;
SELECTION**

SECTION: 5A

Issued: 03/01/1993

Revision No. 5

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APPROVED: _____

Deputy Secretary, Department of Transportation

1. POLICY

- 1.1 It is the policy of the Maryland Department of Transportation to attract, identify, and select the most qualified candidates for Career Service in a competitive and timely manner.
- 1.2 It is further the policy of the Department that all examination methods are job related and valid.
- 1.3 It is also the policy of the Department that selection methodologies are job related and facilitate promotional opportunities.

2. APPLICABILITY

- 2.1 This policy applies to Career Service positions.

3. DEFINITIONS

- 3.1 Applicant – An individual who applies for a position.
- 3.2 Candidate – A qualified applicant who is certified on a list of eligibles.
- 3.3 Examination - The process of evaluating an applicant for a position or classification.
- 3.4 List of Eligibles – A list of applicants whose eligibility for employment in a specific classification has been certified as candidates by an MDOT Human Resources Office.
- 3.5 Non-Scored Candidate - A candidate who is certified on the list of eligibles, without completing the current examination process and without regard to test score, as a reinstatement, transfer or reassignment candidate.
- 3.6 Posting – Notification in a consistent manner and place that is accessible to employees, including but not limited to websites, newspapers and bulletin boards.
- 3.7 Promotional Candidate – A State, Career Service, TSHRS Temporary, Contractual, Contingency Worker, Commission Plan or Executive Service employee who has completed at least six (6) months of continuous service.
- 3.8 Recruitment – The process of attracting candidates for a position.

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3.9 Scored Candidate – A candidate who successfully completes the examination process and is certified on the list of eligibles in a scored rating category of Best Qualified, Well Qualified or Qualified.

3.10 Selection Plan – A document which sets forth the method by which the recruitment and selection process for one or more positions will be carried out.

4. RECRUITMENT

4.1 Recruitment sources, methods, and scope may vary depending upon the nature of the job and the number of potential candidates.

4.2 Recruitment efforts should ensure that employees have notice of promotional opportunities.

4.3 All recruitment announcements shall contain an approved Equal Employment Opportunity (EEO) statement.

4.4 Recruitment announcements should specify probation requirements that exceed six months.

4.5 As appropriate, applicants will have an opportunity to indicate interest in being considered for positions in any or all of the specified geographic areas of the state.

4.6 Recruiting for Vacancies:

4.6.1 Each Administration will be responsible for recruiting for its unique classifications.

4.6.2 The Office of Human Resources at The Secretary's Office will recruit for classifications used throughout the Department unless otherwise delegated to the Administration(s).

4.6.3 Administrations may conduct job specific recruitments if approved by the Manager, Recruitment & Examinations, Office of Human Resources at The Secretary's Office.

4.6.4 Recruitment announcements shall be posted.

4.6.5 Prior to establishment or identification of a Selection Plan, hiring managers or designees may obtain information on the status of a list of eligibles from the Human Resources Office.

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4.6.6 Where there is an existing list of eligibles for a classification or position, it will be used as the recruiting source unless a position is filled through reassignment or transfer.

4.7 All recruitments initiated shall include (at minimum):

4.7.1 A posting of job bulletins throughout an Administration for Administration unique job classifications, and Department-wide for generic job classifications; and

4.7.2 A closing date of no less than two weeks from the date of issue. A recruitment of less than two weeks must be approved by the Administration Human Resources Manager with justification.

4.8 For a recruitment resulting in 25 or less candidates, the Office of Human Resources at The Secretary's Office or an Administration Human Resources Office may certify all candidates on the list of eligibles in lieu of an examination as "Meets Qualifications" (MQ) without assigning a test score for consideration in filling a vacancy. In such instances, all of these candidates shall receive consideration and written notification of their status on the list of eligibles.

5. EXAMINATION - GENERAL

5.1 All Career Service positions shall be competitively filled.

5.2 Examination methods and instruments shall be job related and may only assess the applicant's job related skills, knowledge, abilities, education, and experience.

5.3 Examinations may be for a classification, occupational job grouping, or specific to a position.

6. SELECTION PLANS AND RELATED DOCUMENTATION

6.1 For every position that is to be filled, a written Selection Plan shall be established or identified.

6.2 For every position that is filled, there is to be a file that contains the complete documentary record of that action.

6.3 A Selection Plan may be amended for sufficient reasons, as determined and approved by the Administration's Human Resources Manager. The amendment must be in accordance with the Administration's procedures.

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- 6.4 Prior to taking any action, each Selection Plan and subsequent amendment is to be approved by the Administration's Human Resources Manager or other designated HR official in accordance with the Administration's internal procedures.
- 6.5 Prior to any action, each plan and amendment should be concurred with by the Administration's Equal Opportunity/Fair Practices Officer.
- 6.6 Prior to the initiation of the interview process, the hiring manager must complete and submit structured interview questions, with justification for each question, to the Equal Opportunity/Fair Practices Officer for review and approval.
- 6.7 The hiring manager may stipulate in the Selection Plan which interview questions are drawn from the recommended list.
- 6.8 The Selection Plan shall identify any specific skills for the positions that are mandatory.
- 6.9 The Selection Plan shall identify the number of scored candidates from the list of eligibles to be considered by the hiring manager or designee.
- 6.10 The Selection Plan shall indicate whether or not transfer and/or reassignment candidates will be considered.
- 6.11 Reinstatement candidates shall be included in the recruitment effort and given the same consideration as other candidates solicited for interviews.
- 6.12 The Selection Plan shall identify whether individuals who have been placed on the list of eligibles pending meeting qualifications will be considered.
- 6.13 The Selection Plan shall specify whether consideration will be given to open and/or promotional candidates. If promotional candidates are to be considered, the type of promotional category(ies) will be indicated, i.e., State, Department, or Administration.
- 6.14 The Selection Plan will specify any provisions of the selection methods that will not apply to non-scored candidates who are requesting transfer, reinstatement or reassignment.
- 6.15 The Selection Plan will specify if the selection will be limited to candidates who have indicated a willingness to work in the area where the position's function is performed.
- 6.16 The Selection Plan will specify the selection methods to be used in conjunction with a structured interview, i.e., demonstration of skills, etc. to further assess job related qualifications for the position(s) to be filled.

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7. LIST OF ELIGIBLES - GENERAL PROVISIONS

- 7.1 Lists of eligibles will include no more than three scored rating categories referred to as Best Qualified, Well Qualified, and Qualified.
- 7.2 The range of the scored rating categories for each list will be established in accordance with generally accepted standards and practices of good personnel management. The range will be determined by the unit responsible for test administration for that list of eligibles.
- 7.3 Candidates will be placed on the list of eligibles according to the scores achieved on the test. Candidates with identical scores will be listed in random order within the same scored rating category.
- 7.4 Candidates will be placed within the scored rating categories in order of score, with the highest scores first. The testing specialist responsible for the list establishes the scored rating categories based upon standard examination principles and practices.
- 7.5 Candidates shall be notified of their examination score and category, except as specified in subsection 4.8.
- 7.6 Pending Status
 - 7.6.1 Candidates who are within six (6) months of meeting a specified qualification may be allowed to sit for an examination. The candidate will be placed on the list of eligibles with a pending status.
 - 7.6.2 An Administration may request the Director, Office of Human Resources at The Secretary's Office, to grant an exception to the six month period specified in 7.6.1. Exceptions may be granted only for a specific classification for a specified recruitment period.
- 7.7 Names of scored candidates appearing on the list of eligibles are to be treated as confidential and will not be released except as part of an approved Selection Plan being used to fill a vacancy.
- 7.8 Names of non-scored candidates consisting of individuals interested in reinstatement, transfer, or reassignment are not confidential and may be released to the hiring manager.

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- 7.9 The Administration's Human Resources Office will issue the names of scored candidates from the list of eligibles in rank order based on the score of the examination and the Selection Plan requirements. However, the names of scored candidates that are released to hiring managers will be in alphabetical or random order.
- 7.10 Depletion of the highest scored rating category will not be the sole reason for giving a new examination or for generating a new list.
- 7.11 For generic classifications: If there is no existing list of eligible candidates, or if the position requires specific job skills, a job specific recruitment may be requested by the Administration's Human Resources Manager, or designee, and approved by the Manager, Recruitment and Examination Unit at The Secretary's Office.
- 7.11.1 For unique classifications: If there is no existing list of eligible candidates, or if the position requires specific job skills, or if a position specific recruitment is documented as necessary to meet the recruitment and retention needs of the Administration, a job specific recruitment may be approved by the Administration's Human Resources Manager.
- 7.12 A candidate shall be removed from a list of eligibles for any of the following:
- 7.12.1 For deceptive or fraudulent representation or conduct or other misconduct in the employment process;
- 7.12.2 For failing to respond to two notices of interview;
- 7.12.3 For a certain location if the candidate declines an interview or job opportunity based on that location; or
- 7.12.4 For a certain classification/position if the candidate declines an interview or job opportunity based on that classification/position.
- 7.13 A candidate may be removed from a list of eligibles if hired for that position.

8. LIST OF ELIGIBLES - ADMINISTRATION

- 8.1 Each Administration is responsible for establishing and administering lists of eligibles for unique classes.
- 8.2 Candidates who take subsequent offerings of a test may be merged into the current list of eligibles.

Indicates change since last revision.

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- 8.3 If a candidate on a current list of eligibles takes a subsequent offering of a test, only the candidate's most recent score will be reflected. The expiration of a candidate's name from the list of eligibles will be calculated from the most recent test score. Candidates will be notified of their eligibility expiration date.
- 8.4 Names on a list of eligibles remain fully active and available for consideration until removed. Therefore, if more than one manager requests names from the list at one time, duplicate names will be issued.
- 8.5 Names of individuals seeking reinstatement shall be issued to managers in addition to the number of names requested.
- 8.6 Names of individuals interested and eligible for reassignment may be issued in addition to the number of names requested from the highest scored category.
- 8.7 Names of individuals interested and eligible for transfer may be issued in addition to the number of names requested from the highest scored category.

9. SELECTION

- 9.1 An Appointing Authority shall make a selection from a list of eligibles unless a reinstatement, transfer or reassignment candidate is selected. Reinstatement candidates appearing on the list of eligibles shall be given the same consideration as candidates, regardless of score or category. Transfer and reassignment candidates may be given the same consideration as candidates in the highest scored rating category as specified in the Selection Plan.
- 9.2 The highest scored rating category is Best Qualified. If the Best Qualified category has been exhausted, then the Well Qualified category is the highest scored rating category. When the Best Qualified and Well Qualified categories have been exhausted, Qualified is the highest scored rating category.
- 9.3 A candidate shall be selected from the highest scored rating category except as follows:
 - 9.3.1 If the highest scored rating category contains less than eleven names, candidate(s) may be selected from the next scored rating category. Names remaining in the highest scored category shall be issued along with names from the next highest scored rating category. The total will not exceed the number of names requested.

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- 9.3.2 If the position requires specific job skills not found among candidates in the highest rating category, the selection may be made from among the candidates in the next category who possess the specific job skills. The skills must be mandatory skills previously identified in the Selection Plan.
- 9.4 A selection may be limited to promotional candidates of the Department, promotional candidates of an Administration, or candidates who are State employees.
- 9.5 A selection may be limited to candidates who have indicated a willingness to work in the geographic region where the position is located.
- 9.6 A selection may be made solely from the list of non-scored candidates, if specified in the Selection Plan.
- 9.7 An individual on the list of eligibles with a pending status may be selected. However, the individual must have met all minimum qualifications by the effective date of appointment.
- 9.8 If the expiration of a candidate's name from a current list of eligibles occurs during the selection process, selection of that individual will remain valid as long as the date of the interview notice is prior to the expiration date from the list.
- 9.9 If, within six (6) months of filling a position using an approved Selection Plan and list of eligibles, (a) subsequent vacancy(ies) having the same classification title and basic functional responsibility occur(s), a hiring manager may select a candidate from the original list using the original Selection Plan provided that the selection otherwise conforms to all other established recruitment and selection procedures.
- 9.10 An Administration may request the Director, Office of Human Resources at The Secretary's Office, grant an extension of up to six (6) months of the period specified in 9.9 if extenuating circumstances exist.

10. INTERVIEW AND HIRE

- 10.1 Career Service positions may be exempted from competitive examinations if the positions have been placed on the MDOT Interview and Hire list.
- 10.2 Classifications suitable for entry/trainee level or occupations that require minimal experience may be placed on the MDOT Interview and Hire listing if the Director, Office of Human Resources at The Secretary's Office determines that competitive examinations are either impractical or cannot validly evaluate candidates' abilities and knowledge.

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- 10.3 Interview and Hire positions will be filled in accordance with a Selection Plan setting forth how candidates shall be recruited and screened for interviews and the relative value of factors to be considered in the selection.
- 10.4 The Interview and Hire process should involve a structured interview of qualified candidates.
- 10.5 The Department of Human Resources must be notified of every Interview and Hire recruitment prior to contacting, interviewing or considering candidates other than Temporary Cash Assistance (TCA) customers.